



State of Tennessee Department of Children’s Services  
Strategic Plan 2014-2016

VISION & MISSION

*Vision:*

Tennessee’s children and youth are safe, healthy and back on track for success.

*Mission:*

Ensure forever families for children and youth by delivering high-quality, evidence-based services in partnership with the community.

STRATEGIC PRIORITIES

1. Safety, Health & Permanency

2. Learning Organization

3. Customer-Focused,  
High-Performing Workforce

4. Partnerships

5. Communications

STRATEGIC GOALS

Ensure every child is safe, healthy and supported in a forever home through quality practice and case management

Use data and continuous quality improvement to ensure practices of DCS and its providers are repeatable, sustainable and produce the best outcomes

Ensure high-quality customer service that is responsive, engaged, and customer-focused

Strengthen our work through collaboration with community partners

Foster trust and credibility with internal and external audiences through reliable, accurate, transparent, and timely two-way communication

OBJECTIVES

1.1 Ensure timely CPS Assessments and Investigations  
1.2 Properly assess needs and develop permanency plans unique to each child and family  
1.3 Ensure service array and delivery meets the needs of children, youth and families  
1.4 Reduce maltreatment, recidivism and reentry through prevention and intervention  
1.5 Ensure youth have the resources and support needed to successfully transition to adulthood  
1.6 Provide resources and funding to ensure the safety and security of committed youth in YDCs and to support needed physical facility improvements

2.1 Enhance capacity of DCS staff to use and analyze data to inform and improve practice  
2.2 Collaborate between Child Welfare Professionals and the Office of Information Technology to build and enhance effective data systems  
2.3 Strengthen ability of staff and partners to appropriately identify and implement evidence-based practice  
2.4 Ensure DCS policies and procedures are aligned with Best Practice  
2.5 Incorporate DCS data systems with other resources to improve data informed decision-making

3.1 Foster a respectful, responsive, engaged, and customer-focused culture of excellence  
3.2 Identify and hire the right people in the right job  
3.3 Retain and develop quality employees through continuous professional development, coaching and training  
3.4 Foster a resilient workforce  
3.5 Ensure sustainability of efforts through thoughtful succession planning  
3.6 Acknowledge and support well-being of DCS staff

4.1 Work with internal and external partners to promote common responsibility, define shared goals and objectives, and encourage meaningful participation in policy development and decision-making  
4.2 Tailor partnerships and services to reflect the unique needs of each community  
4.3 Foster a culture among DCS staff that embraces community input

5.1 Ensure communication messages are aligned with the Department’s Vision, Mission and Strategic Priorities  
5.2 Foster a culture of transparency while ensuring a right to privacy for families  
5.3 Build systems to achieve timely response in communications efforts and foster an appropriate sense of urgency  
5.4 Tell our story about the achievements and challenges of DCS children, youth, families, staff and stakeholders  
5.5 Develop effective two-way communication channels that allow DCS to communicate key decisions, benchmarks, and need for organizational change while soliciting on-going input from stakeholders  
5.6 Develop capacity for consistent communications across multiple platforms